

Comparative Analysis of Toll Facility Operational Costs

*Presented to the
Washington Transportation Commission*

Greg Selstead

Director, Tolling Operations

David Pope

Toll Systems & Services Manager

Douglas B. MacDonald

Secretary of Transportation

Paula Hammond

Chief of Staff

Olympia, Washington

March 20, 2007



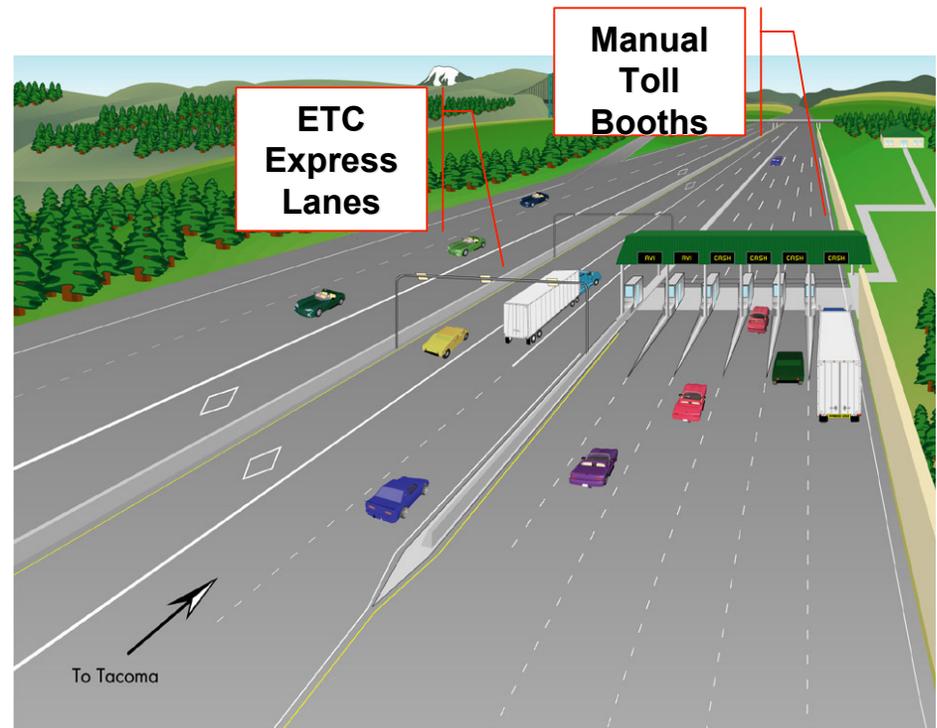
**Washington State
Department of Transportation**

Presentation Overview

- Comparable Cost of Tolling Operations
- Application to TNB
- Revised Timeline for Toll Rate Setting Process
- Overview of Photo Enforcement

Toll Collection At Tacoma Narrows Bridge

- Manual Toll Collection
 - Stop and Pay at Toll Booth
- Electronic Toll Collection (ETC)
 - Non-Stop
 - Transponder Based
 - Linked to Customer Account



Contractor Toll Collection Operations

- Collects Tolls at Toll Booths
- Provides Customer Service
 - Establishes Transponder Accounts
 - Answers Questions
 - Staffs Customer Service Center
- Process Toll Violations
- Maintain Toll Collection Hardware and Software

Oversight Provided by WSDOT

- Set Policies and Procedures
- Provide Public Communications
- Performance Compliance
- Financial Audit
- Contractual Oversight

Purpose of Analysis

How do planned TNB oversight functions and costs compare to other facilities?

- Research Operations Costs at Other “Similar” Facilities
- Review Other Agency Oversight Roles
- Review Other Agency Organizational Structures
- Compare With TNB

The Issue of “Apples to Oranges”

- Many Variations Between Facilities
 - Magnitude and Type of Facility
 - Method of Toll Collection
 - Percent of ETC Transactions
 - Division of Responsibilities
 - Violations Processing & Collection Costs
 - Availability of Automated ETC Account Access
 - Accounting Differences
- No toll facility is an exact “match” to TNB!***

“Similar” Toll Facilities

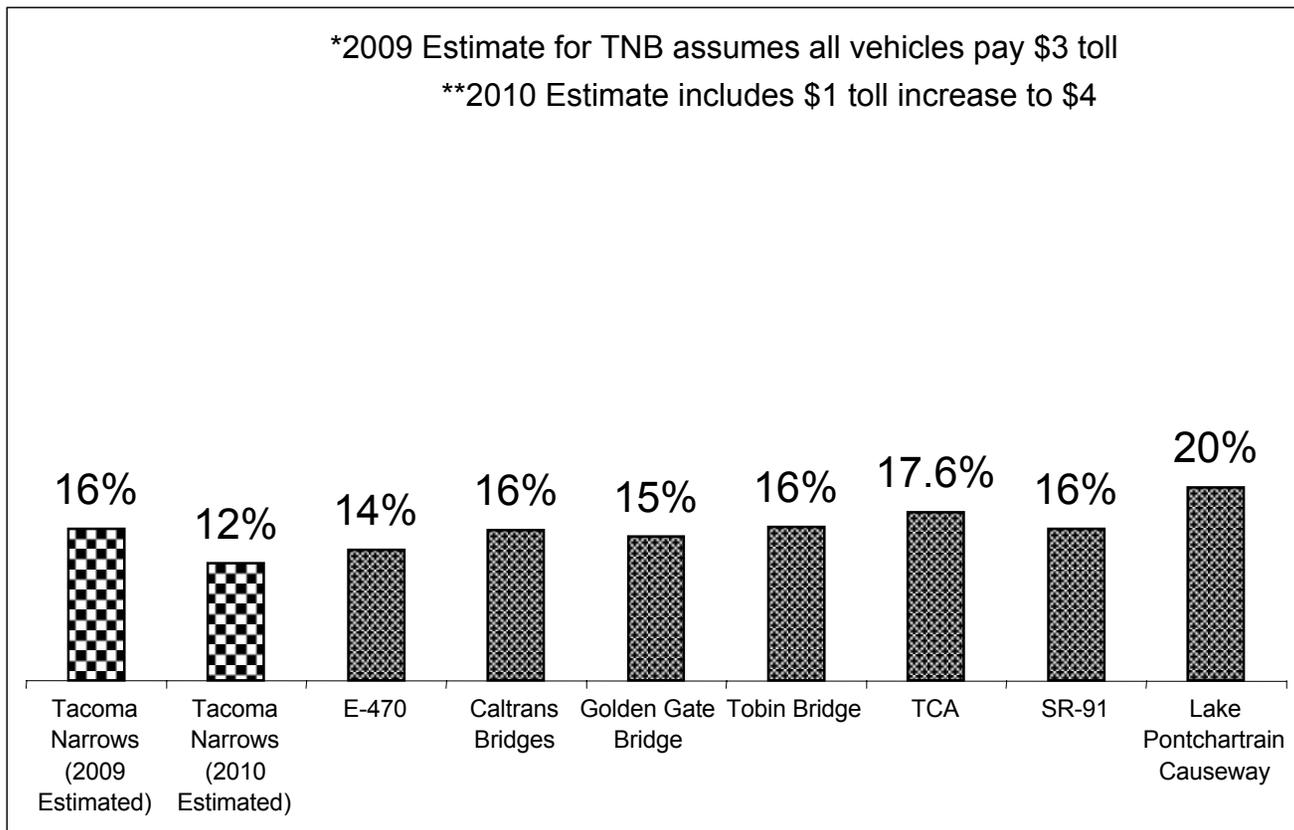
- Which toll facilities were included in the analysis?
 - Denver, CO: E-470
 - San Francisco, CA: Golden Gate Bridge
 - Boston, MA: Tobin Bridge
 - Austin, Texas: SH 183-A*
 - Bay Area, CA: Bay Bridges
 - Orange County, CA: Foothills/Eastern and San Joaquin Hills Toll Roads; SR-91 Expressway**
 - New Orleans, LA: Causeway Bridge

*Operations costs were engineering estimates

**SR 91 is an all-ETC facility

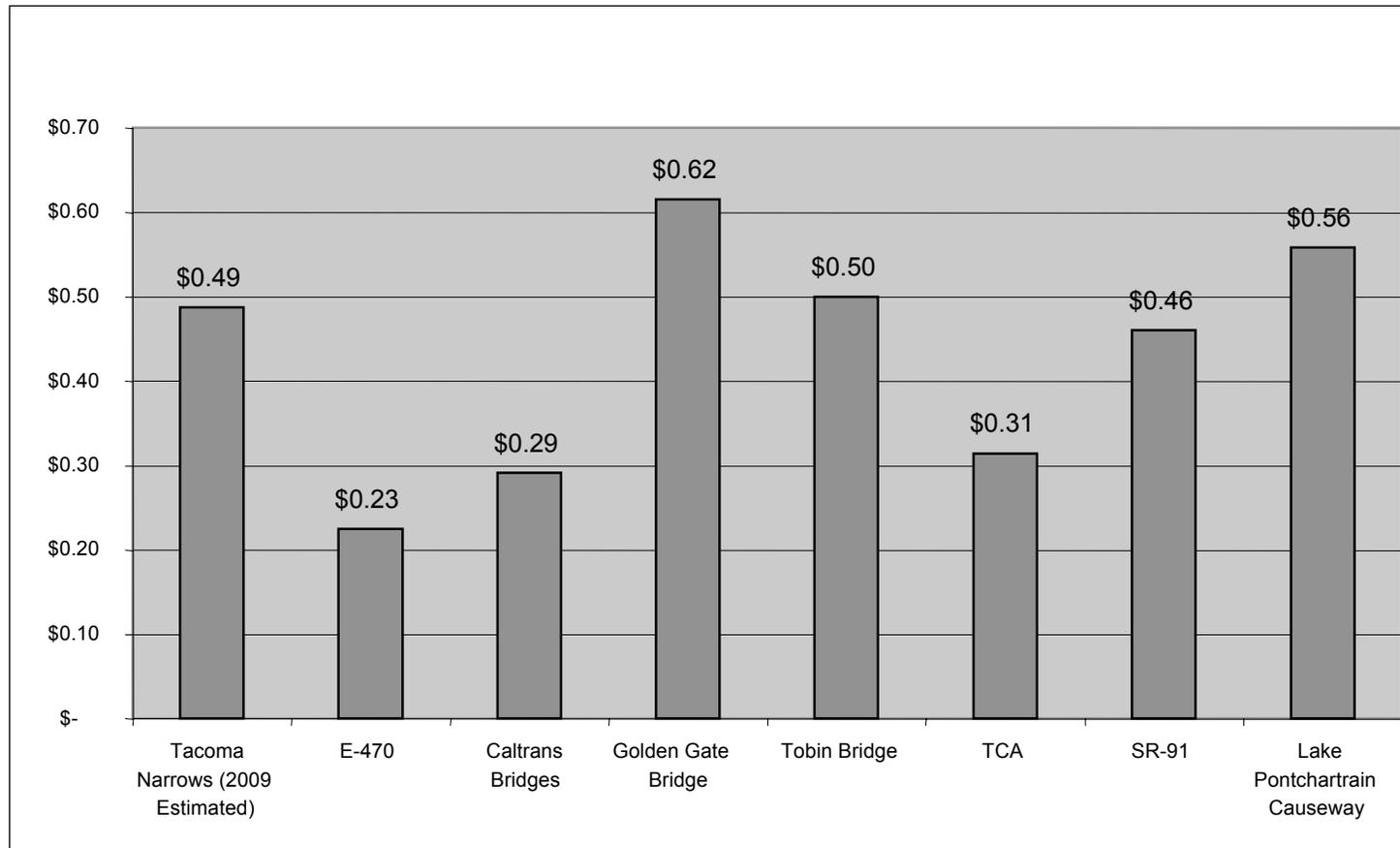
Findings

Toll Collection Operating Cost As a Percentage of Annual Toll Revenue



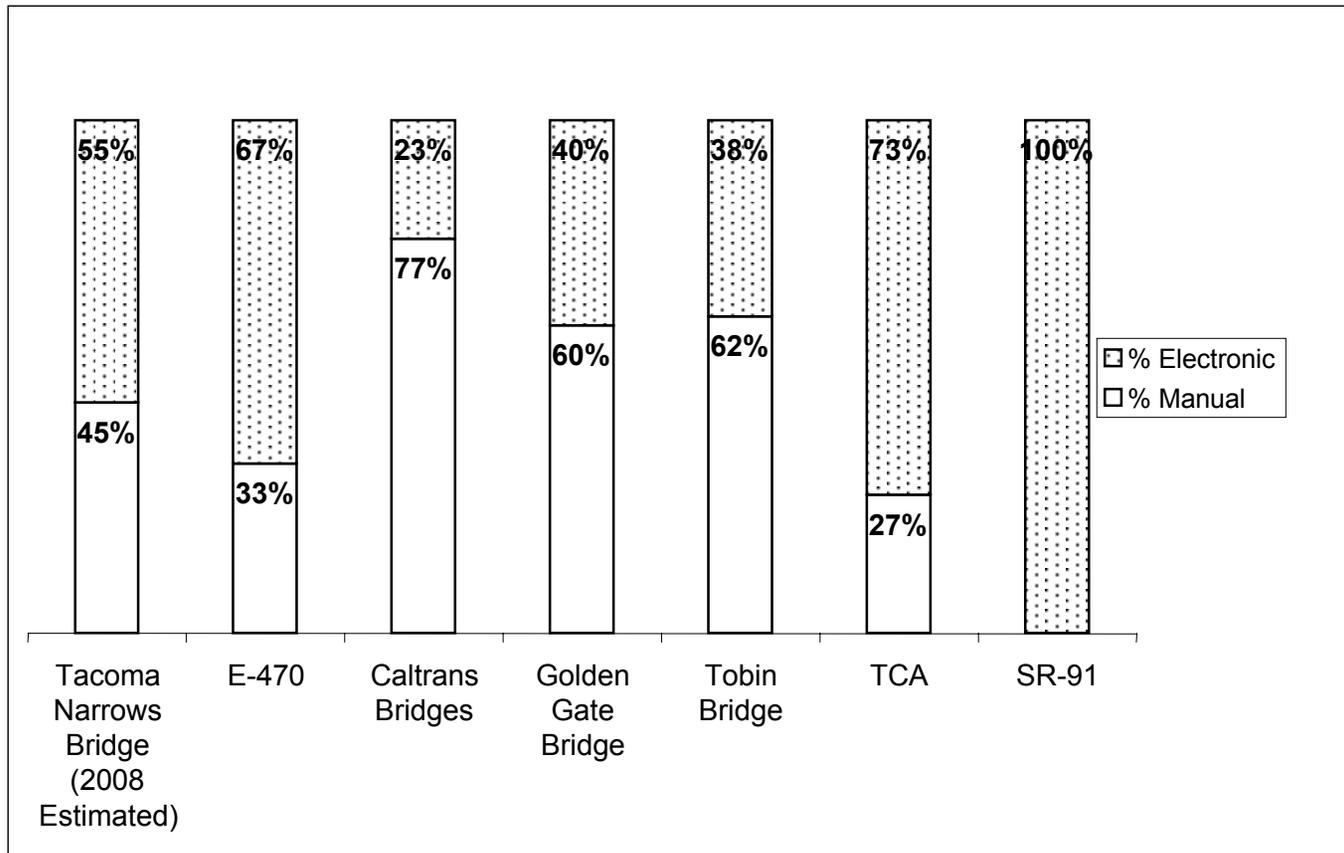
Findings

Average Toll Collection Operating Cost Per All Toll Transactions



Findings

Percent of Electronic and Manual Toll Transactions



Findings

- **Oversight Agency Organization**
 - All Agencies Have Oversight Role
 - Varies Based on Contractor Functions
 - Agency Organized to Meet These Obligations

Findings

Oversight Functions Applicable to TNB

- Toll Operations Management
- IT Systems Maintenance
- Facility Operations
- Marketing
- Finance
- General Administration

Conclusions

- Difficult to Compare Costs
- TNB Estimated Operational Costs Are Comparable
- Estimated 55% ETC Penetration Rate for TNB Is Higher Than Some Others, but Not Unreasonable
 - High Levels of Local and Commuter Traffic
 - Initial ETC Discount Would Increase Appeal
- Agency Staff Needed to Provide Auditing and Oversight of the Operations Contractor
 - All Agencies Provide Oversight

Toll Recommendation Schedule

DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
				End of Legislative Session 4-23-07							
				WSDOT Budget Review & Prepare Add'l Toll Rate Scenarios Wk of 4-23-07							
				Transportation Commission Sets Toll Rates Files CR102 5-2-07							
				CAC Review of TC Recommendations - 5- 22-07							
			SERVICE CENTER OPENS 4-25-07		Hearing on Toll Rate - 6-5-07						
						Toll Rates Adopted- 7-6-07					
							TOLLING COMMENCEMENT 8-07				
									CAC Meeting to Review Toll Rate- 10-07		

